USAFIRI WA TAIFA

Kenya National Transport Vision

Kenya National Development Programme

Usafiri Bora. Uchumi Imara. Kenya Inasonga.

Better Movement. Stronger Economy. Kenya Moves Forward.

Usafiri wa Taifa is the Kenya National Transport Vision. The KRC Atlas, the KRCC, and the KMCC between them cover rail and road construction comprehensively. This document covers everything else: what moves on the roads and how it is governed; the matatu formalisation programme; the Lake Victoria and coastal maritime network; Mombasa Port reform; Lamu Port development; the inland container depot network anchored at Isiolo; aviation policy and the four cargo export airport programme; and the integrated transport governance framework that ties every mode together. It is the policy document governing what moves on every infrastructure asset that the KRC, KRCC, and KMCC build.

The architecture is built on three principles. First, every mode that Kenya builds trains Kenyans to maintain and operate it — the same doctrine that governs the KRC Atlas. The road construction programme trains road builders. The maritime programme trains Kenyan mariners. The cargo airport programme trains aviation logistics staff. The private construction companies that supplement the KRCC and KMCC are trained to standard, certified to standard, and audited to standard — they are the pipeline that makes Kenya's construction industry competitive beyond the programme's initial build phase. Second, every mode is integrated — a container that arrives at Mombasa Port should be traceable to the Isiolo Inland Depot, onto the KRC freight network, and delivered to a factory gate without a single paper document. Integration is not an aspiration. It is a design requirement. Third, private contractors are not a risk to be managed. They are a national asset to be built. The anti-corruption framework that governs their participation is not a burden. It is the condition under which the taxpayer gets maximum value and the contractor gets a reputation worth protecting.

SECTION ONE

The Current Position — Honest Assessment

1.1 What Kenya's Transport System Actually Costs

Transport costs in Kenya account for 30–45% of the value of cargo for landlocked EAC partners moving through the Northern Corridor (Mombasa–Nairobi–Kampala). The global benchmark for efficiently functioning transport corridors is 5–8% of cargo value. The gap is not primarily the infrastructure — it is the inefficiency, the delay, and the corruption layered on top of inadequate infrastructure. A truck carrying goods from Mombasa to Kampala spends more time at weighbridges, police checkpoints, and border posts than it spends driving. The World Bank's logistics performance index ranks Kenya 61st out of 139 countries — below South Africa (23rd), Morocco (50th), and Rwanda (62nd, one rank below Kenya but on a smaller budget). Every transport investment in this programme that does not address the governance failures underneath the infrastructure will produce a better road on which the same corruption operates.

Mode	Current Position and Primary Failure
Road — national highway network	Kenya has approximately 160,000km of classified roads of which only 15% are paved to good standard. The Northern Corridor (A104) is the single most critical freight artery in East Africa — carrying 80% of Uganda's, Rwanda's, and Burundi's imports. It is permanently congested, potholed through most of its length, and policed by a checkpoint system that is a revenue-extraction mechanism for traffic police rather than a safety enforcement instrument. KRCC is the construction institution. Usafiri wa Taifa governs what moves on the road and how it is regulated.
Road — urban public transport (matatu)	Nairobi's matatu network moves approximately 3 million passengers per day with no public subsidy and no formal infrastructure — one of the most remarkable organic transit achievements in the world. It is also dangerous (matatu fatalities account for a disproportionate share of Kenya's road deaths), environmentally damaging (ageing fleet, no emissions standards), and inaccessible to people with disabilities. The settlement and urban vision documents have already established the cyclic route formalisation model. This document provides the national framework.
Rail	Covered comprehensively by the KRC Atlas, KRC Corps Act, KRC Financing Architecture, and KRC Land Framework. The Kenya-Mombasa SGR line is operational but has not achieved commercial viability because the freight volume has not been transferred from road to rail — a governance and policy failure, not an infrastructure failure. The KRC Atlas will transform this. Usafiri wa Taifa governs the freight routing policy that makes the KRC network commercially viable from Day 1 of operations.
Maritime —	Mombasa is East Africa's primary port and one of Africa's busiest

Mode	Current Position and Primary Failure
Mombasa Port	— processing approximately 35 million tonnes per year. It is also chronically congested, with vessel turnaround times of 4–7 days against the global benchmark of 1–2 days. The Kenya Ports Authority's governance has been the subject of repeated corruption investigations. The port's hinterland connections — road and rail — are inadequate. Reform is promised in 11 programme documents. It is designed in this one.
Maritime — Lamu Port (LAPSSET)	Lamu Port's first three berths were completed in 2021. The LAPSSET corridor infrastructure — road and rail to Isiolo — will make Lamu the second East African port of significance. The Gulf SWF co-investment in the KRC is partly motivated by logistics equity in Lamu. The port's governance, concession model, and integration with the EASGR network require design.
Maritime — Lake Victoria	Lake Victoria is Kenya's most underutilised transport asset. Kisumu is theoretically the gateway to Uganda, Rwanda, Burundi, and Tanzania by water — a 69,000 km² lake with no viable ferry service connecting its national shorelines. The Makazi Mijini document has designed the Kisumu-lakefront commuter ferry network. This document designs the freight and passenger ferry network connecting all three riparian states.
Aviation	JKIA (Nairobi) is East Africa's primary hub with 9+ million passengers per year. Wilson Airport handles light aircraft and some charter. Moi International (Mombasa) handles international leisure traffic. Eldoret International and Kisumu International are chronically underutilised despite their strategic importance as cargo export points for Western and Rift Valley Kenya's agricultural exports (flowers, tea, vegetables). There is no civil aviation development strategy. There is no cargo airport programme. There is no domestic airline policy. Usafiri wa Taifa provides all three.
Inland container depots	Nairobi's ICD at the Inland Container Depot (Embakasi) is the only significant off-port logistics facility in Kenya. The Isiolo Inland Depot — described in 8 programme documents as a national pivot dry port — has not been built. The private sector logistics and warehousing industry is fragmented. There is no inland container depot network policy. This document provides it.

SECTION TWO

The Doctrine — Integration, Training, Private Sector Development

Three Governing Principles

PRINCIPLE ONE — EVERY MODE TRAINS KENYANS. The road construction programme trains road builders and road engineers who can maintain every road Kenya builds. The port programme trains Kenyan port operators, maritime logistics specialists, and port engineers who maintain and expand what is built. The aviation programme trains Kenyan aviation logistics staff, cargo handlers, and air traffic controllers. The private construction firms that participate alongside the KRCC and KMCC are trained to the national standard and certified by the National Construction Authority — they are the pipeline from which Kenya builds a competitive commercial construction and logistics industry. We do not import expertise. We import the first project. Every project thereafter is delivered by Kenyans.

PRINCIPLE TWO — INTEGRATION IS A DESIGN REQUIREMENT, NOT AN ASPIRATION. A container from China that enters through Mombasa Port, travels on the KRC to Isiolo Inland Depot, and is delivered to a factory in Kampala should move through the entire journey on a single bill of lading, tracked in a single logistics information system, cleared by a single customs declaration, and inspected at a single point. Every mode is designed from the outset to interface with every other mode. The Kenya Integrated Logistics Platform (KILP) — a single digital system governing all modes — is built in Year 1 and every transport operator is connected to it as a condition of operating licence.

PRINCIPLE THREE — PRIVATE CONTRACTORS ARE A NATIONAL ASSET. The KRCC and KMCC are the anchor institutions. Private construction and transport companies are the multiplier. A private road contractor that builds to the KRCC standard, is audited by the National Construction Authority, and publishes its contract on the KILP public portal is a national asset. A private contractor that corrupts the procurement process, delivers substandard work, and hides behind a political connection is a national liability. The framework in Section 10 of this document makes the first model commercially superior to the second — through transparent procurement, published performance data, and a debarment register that carries real commercial consequence.

2.1 The Integration Architecture — KILP

The Kenya Integrated Logistics Platform (KILP) is the digital backbone of Usafiri wa Taifa. It is not a new system — it is the integration layer connecting every system that already exists or will be built: the KRC freight management system, the KPA (Kenya Ports Authority) port operating system, the KenHA road management system, the Kenya Airports Authority flight management, the customs management system, and the inland container depot management systems. Every transport operator — whether a matatu, a truck, a ship, or an aircraft — operates within the KILP framework. Every contract, every licence, every performance metric, and every audit result is published on KILP within 48 hours of completion.

KILP Module	Function
Freight tracking module	End-to-end container and cargo tracking from point of origin to point of delivery. Single bill of lading recognised across all modes. A shipper in Osaka can track their container from Mombasa Port through the KRC network to the Isiolo Inland Depot and onward to Kampala in real time. The tracking data is also the accountability data — dwell time at each node, delay causes, and customs processing time are all published publicly.
Licence and certification registry	Every transport operator — matatu, truck, bus, ferry, aircraft — holds a KILP-registered operating licence. Licence conditions include vehicle standard, route authorisation, driver certification, insurance, and emissions compliance. Licence renewal is conditional on KILP performance data. An operator with a safety incident record does not renew. The licence is a digital asset linked to the national ID system — it cannot be transferred, sold, or duplicated.
Procurement transparency module	Every public transport infrastructure contract above Ksh 50M is published on KILP within 48 hours of execution — contractor identity, contract value, scope, timeline, and performance bond. Variation orders above 10% are published within 48 hours of approval. Final accounts are published within 90 days of project completion. The debarment register — contractors who have failed to perform, committed fraud, or been convicted of procurement-related offences — is publicly accessible. KILP's procurement module is accessible to any Kenyan, any journalist, any parliamentary committee, and any development partner.
Performance dashboard	Every infrastructure asset maintained under public contract has a published performance score updated quarterly: road surface condition index (RI) for every KeNHA-classified road, port vessel turnaround time at Mombasa and Lamu, ferry reliability rate at Lake Victoria, airport cargo throughput and clearance time at each cargo airport. The contractor's performance score is the primary determinant of future contract award — above the minimum quality threshold, score drives selection, not political connection.
Multimodal timetable and capacity planner	The KILP timetable module connects rail, ferry, and air cargo schedules so that a freight forwarder can plan a multimodal shipment (ship to Mombasa, KRC to Isiolo, truck to Kampala) with published connection times and guaranteed interoperability. The KRC timetable and the KPA vessel schedule are synchronised — a ship arriving at Mombasa is met by a KRC freight consist that departs within 6 hours of container discharge.

SECTION THREE

The Road Network — KRCC, KMCC, and Governance

3.1 The Road Building Institutions

Two institutions build Kenya's roads. The Kenya Roads Construction Corporation (KRCC) is a state-owned enterprise established under the KRCC Act — the anchor institution for road construction, rehabilitation, and major civil works. The Kenya Maintenance and Construction Corps (KMCC) is the maintenance-focused institution — permanently employed road maintenance workers who maintain every road Kenya has built, preventing the cycle of build-neglect-rebuild that has characterised Kenya's road programme for 40 years. Both institutions are designed so that the first large project trains the workforce and builds the institutional knowledge to deliver every subsequent project without importing that knowledge again.

Institution	Mandate, Design, and Training Doctrine
Kenya Roads Construction Corporation (KRCC)	Established by the KRCC Act as a state-owned enterprise (Companies Act, National Treasury as sole initial shareholder). Initial equity capitalisation: Ksh 50 billion (Year 1 Treasury injection — one-time, not ongoing subsidy). Equipment fleet: 200 graders, 500 tipper trucks, 100 excavators, 50 bulldozers, 30 paving machines, 20 TBMs, 20 bridge launching gantries, Equipment Hire Subsidiary (fleet available to private contractors at published rates). KRCC Academy: 200 graduate engineers and 500 trades apprentices per year in seven trades (plant operators, concrete technicians, steelworkers, road pavers, survey technicians, safety officers, equipment mechanics). TRAINING DOCTRINE: Each major new road construction package — whether a LAPSSET corridor section, a county road programme, or a settler access road — begins with a mobilisation phase in which KRCC Academy trainees are embedded in the construction crew. They learn by doing the work, not by watching. The project brief includes a training output target alongside the infrastructure output target. By the end of every major KRCC project, Kenya has more trained road builders than it started with.
Kenya Maintenance and Construction Corps (KMCC)	Established as the permanent road maintenance institution — the institution that prevents Kenya's roads from reverting to their pre-programme condition within 5 years of construction. The KMCC is not a project-based workforce. It is a permanent corps, county-deployed, with ward-level maintenance responsibilities for every classified road in its zone. Structure: national command, county deployment (same model as KNAC and Settlement Maintenance Corps). National fleet: 1,200 maintenance vehicles (graders, pothole patching machines, drainage-clearing equipment, line-marking vehicles). Deployment: minimum 1 KMCC team per sub-county (290 teams), each responsible for the classified roads in their sub-county zone. TRAINING DOCTRINE: KMCC recruits are

Institution	Mandate, Design, and Training Doctrine
	trained at the KRCC Academy (shared facility, separate programme) in road maintenance trades. The training is designed around the equipment in the KMCC fleet and the specific road types in the trainees' deployment zone — a trainee deployed to the murram roads of Turkana County is trained on grading murram, not on laying tarmac.

3.2 The Road Network Hierarchy and Classification

Class	Definition and Responsible Institution
Class A — National Trunk Roads (KeNHA)	Nationally significant arterials connecting county headquarters, border crossings, and major ports. Total network: approximately 11,000km. Responsibility: Kenya National Highways Authority (KeNHA) for standards and funding. Construction: KRCC (majority) + qualified private contractors under KILP-published contracts. Maintenance: KMCC national programme. All Class A roads to Class A standard (2-lane paved minimum, drainage, road signs, road markings) by Year 10. The Northern Corridor (A104 Mombasa–Nairobi–Malaba), the LAPSSET Corridor Road (A2 Nairobi–Isiolo–Moyale + the Isiolo–Lamu Road), and the LAPSSET Cross Road (Isiolo–Lokichar–Lodwar–Kitale) are the programme's priority Class A roads.
Class B — County Roads (KURA)	Roads connecting ward headquarters, market centres, and Class A junctions within counties. Total network: approximately 27,000km. Responsibility: Kenya Urban Roads Authority (KURA) for urban county roads; County Governments for rural county roads with KeNHA standards oversight. Construction: KRCC + county-administered contracts under KILP. Maintenance: KMCC sub-county teams. Target: 50% of Class B paved by Year 10, 100% by Year 20 (murram all-weather standard minimum for the remainder).
Class C — Settlement Access Roads (KRCC/KMCC)	The 'last kilometre' roads connecting every ward to the national network — connecting dispensaries, schools, water points, and cooperative facilities to the nearest Class B or A road. Under the NIDCU doctrine, KRCC delivers the access road before KSBC delivers the school or health centre. Total network: approximately 110,000km. Construction: KRCC + local contractors under county administration. Maintenance: KMCC ward-level teams. Standard: all-weather murram minimum by Year 10.
LAPSSET Corridor Roads — Priority Programme	The LAPSSET corridor consists of three road alignments that the rail does not replace: (1) A2 Nairobi–Isiolo–Moyale (Ethiopian border) — the primary north-south highway for ASAL Kenya, upgrading to Class A standard over 520km; (2) A8 Isiolo–Garissa–Lamu — the coastal connection from the inland logistics hub to Lamu Port, 360km; (3) A1 Isiolo–Lokichar–Lodwar–Nadapal (South Sudan border) — the Turkana oil corridor and the northern gateway to South Sudan, 590km. All three are KRCC delivery programmes under LAPSSET corridor financing (see Section 9).

Class	Definition and Responsible Institution
	Construction sequencing: Phase 1 (Years 1–5): A2 Isiolo–Moyale + A8 Isiolo–Lamu. Phase 2 (Years 5–10): A1 full Turkana corridor.

3.3 Road Transport Governance — What Moves on the Roads

KRCC builds the roads. This section governs what uses them. The absence of road transport governance is the reason that the Northern Corridor carries 80% of EAC's landlocked freight at 30–45% of cargo value in transport costs — most of that cost is not the road, it is the checkpoint, the weighbridge, the bribe, and the delay. Road transport governance is the policy that determines who is permitted to use the roads, at what weight, with what cargo, documented how, and inspected by whom.

Governance Instrument	Design
Kenya Road Transport Authority (KRTA) — new	The Kenya National Transport and Safety Authority (NTSA) is reformed and restructured as the Kenya Road Transport Authority (KRTA) — a single authority responsible for: vehicle type approval (safety and emissions standards for all vehicle categories); driver licensing and testing (competency-based, not purchasable); operating licence registry (all commercial transport operators registered on KILP); axle load enforcement; road traffic safety regulation; and the debarment register for dangerous operators. The KRTA Director is appointed on the KNAC governance model — Parliamentary confirmation, fixed term, independent of ministerial direction on operational decisions.
Axle load enforcement — one national standard	The current weighbridge system is the primary corruption mechanism on Kenya's roads. A truck driver pays a bribe to the weighbridge operator rather than offload cargo. The reform: (1) all weighbridges connected to KILP in real time — every weighing is recorded, timestamped, and visible to the KRTA Director and KIACC; (2) overloading penalty is automatic and non-negotiable — a vehicle above 10% of the permitted axle load is impounded, not fined; the vehicle is released only after documented offloading; (3) no cash transactions at weighbridges — all payments via KILP digital system; (4) weighbridge operator is a permanent KRTA staff member on a salary, not a revenue-sharing arrangement. The bribe can only occur if the weighing is unrecorded. When the weighing is always recorded and visible, the bribe has no value.
Freight routing — mandatory rail transhipment zones	The KRC network's commercial viability depends on attracting freight currently moving by road. The policy instrument: all containerised freight above 20 tonnes originating or terminating within 20km of a KRC freight station is required to use rail for the corridor leg (Mombasa–Nairobi–Kisumu–Isiolo). Exemptions: perishable goods with documented cold-chain requirements (fresh flowers, fresh vegetables, fresh fish). The

Governance Instrument	Design
	mandatory transhipment zone is phased in: Year 3 (when KRC Phase 1 Southern Spine is operational) for Mombasa–Nairobi; Year 6 for Nairobi–Kisumu and Nairobi–Isiolo. This policy is the difference between a KRC that covers its debt service and a KRC that does not.
Professional driver certification — Cuban-influenced safety model	Every commercial driver (matatu, truck, bus, tanker, ambulance) holds a Professional Driver Certificate issued by the KRTA. The certificate requires: competency-based road test (not a written-exam-only process); defensive driving course (minimum 2 days); first aid certification (minimum 1 day); fatigue management training; vehicle-type endorsement (the certificate for a matatu does not permit driving a 40-tonne tanker). Certificate renewal every 3 years requires evidence of continuing professional development. A driver with 3 moving violations in 3 years is suspended pending a full re-assessment. Driving a commercial vehicle without a valid certificate is a criminal offence, not a traffic offence.
Goods Vehicle Operating Licence (GVOL)	Every goods vehicle above 3.5 tonnes operating commercially in Kenya holds a GVOL issued by the KRTA. The GVOL conditions: vehicle safety inspection annually (published on KILP); mandatory third-party liability insurance; driver qualification compliance; compliance with freight routing policy. A goods vehicle without a GVOL cannot be insured and cannot cross a KRTA checkpoint. The GVOL is the single document that enforces all other road freight requirements.

SECTION FOUR

Matatu Formalisation — The National Urban Transit Programme

4.1 The Doctrine — Work With What Exists, Not Against It

The matatu is Kenya's greatest organic infrastructure achievement. It moves approximately 3 million people per day in Nairobi alone with no public subsidy, no formal infrastructure, and no central planning. It was invented by Kenyans for Kenyan conditions and it works — imperfectly, dangerously, expensively for the rider, and harmfully for the environment, but it works at a scale that no government has matched. The programme does not replace it. It completes it.

The matatu formalisation doctrine, established in the Settlement Vision documents, is adopted here as national policy: work with what exists, not against it. The matatu is the transit system. Formalise, upgrade, and connect — never evict before the replacement works. The cyclic route model from the Makazi Mijini document is national policy from Year 1.

4.2 The Cyclic Route Model — National Standard

The Cyclic Route Model

The fundamental operating principle of the transformed matatu system is continuous movement. Matatus run designated loops — they never park on the street waiting for passengers. A vehicle on its route is earning. A vehicle parked is blocking.

The loop is fixed. The frequency is known. Every stop on the loop is served at a published interval — not 'when the vehicle is full' but 'every 8 minutes on this route between 6am and 10pm'. The schedule is published on KILP and displayed at every stop.

Terminus dwell time is eliminated from street operations. Driver changeovers, fuelling, and scheduled maintenance happen at designated off-street interchange nodes — compact facilities positioned at route crossings, not large holding termini. A pull-off bay, driver changeover point, fuel point, rest facility. The matatu completes its changeover off the street and re-enters the loop. Total off-street time: 10–15 minutes per cycle.

Route licences are digital assets issued by KRTA and registered on KILP. A route licence specifies: the route path (GPS-defined), the vehicle standard (minimum Euro 4 emissions, safety rating, accessibility features), the frequency standard (peak and off-peak), the fare structure (maximum and minimum), and the operator's performance obligations. The route licence cannot be transferred without KRTA approval. An operator who meets the performance standard owns a valuable, bankable asset. An operator who fails to meet the standard loses it.

4.3 The Bus Rapid Transit Programme

BRT corridors are not a replacement for the matatu network. They are the trunk infrastructure on which the matatu network feeds — high-frequency dedicated bus lanes on the highest-volume corridors, with matatu routes redesigned as feeders. The BRT corridors are KSBC-delivered infrastructure (dedicated lanes, stations, ticketing systems). The bus operators on BRT corridors are either reformed matatu cooperatives that have met the BRT vehicle standard or new entrants. The BRT infrastructure is public. The BRT operations are private, licensed, and regulated.

City	BRT Corridor Priority
Nairobi	Three BRT corridors, sequenced: Corridor 1 (Years 1–4): Thika Road (A2) — highest volume corridor in Kenya, carrying approximately 400,000 passengers per day. Dedicated bus lane, 23 stations, journey time Thika town to CBD 45 minutes (from current average 90 minutes). Corridor 2 (Years 3–6): Ngong Road — serving the Kibera, Karen, and Ngong commuter shed. Corridor 3 (Years 5–8): Outering Road ring — connecting the eastern peripheral estates without routing through the CBD. Matatu routes on all three corridors redesigned as BRT feeders within 3km of each BRT station.
Mombasa	Likoni Corridor: the Likoni Ferry crossing is Mombasa's most critical transport chokepoint. BRT integration: dedicated ferry berths for BRT buses, eliminating car queue interference. Matatu routes on the island redesigned around the three crossing points (Nyali Bridge, Makupa Causeway, Likoni Ferry) as formal transit. Old Town pedestrian priority zone — matatu-free historic core. Mombasa CBD relief: BRT relief corridor running from Mombasa North through CBD to the Likoni crossing, Year 4.
Kisumu	Lakefront spine BRT from Mamboleo to the Port, running along the restored lakefront linear park. Kisumu Port as a transit hub — BRT connects to water taxis and the Lake Victoria ferry network. Route design integrates with the Kisumu-Homa Bay-Mbita-Kendu Bay ferry commuter network (see Section 6).
Nakuru	Nakuru Bypass integration: BRT ring route using the completed Nakuru Bypass as the outer loop. CBD relief: matatu routes redesigned to terminate at bypass interchange nodes, not penetrating CBD streets. A city of 500,000 can be served by reformed matatus and BRT feeders — full BRT is not warranted, but the cyclic route model and off-street interchange infrastructure are Year 3 priority.
Eldoret	Ring road BRT: Eldoret's residential periphery connected by a BRT ring using the completed ring road. Eldoret-Nakuru mass transit planning: the Rift Valley urban corridor (Nakuru–Naivasha–Nairobi–Thika; Nakuru–Eldoret) is the highest-density non-rail transit corridor in Kenya. Year 10 rail connection study; Year 5 high-quality bus service on the corridor with dedicated lanes at the most congested points.

4.4 Long-Distance Bus Services — National Intercity Standard

Kenya's long-distance bus sector is unregulated, dangerous, and characterised by night-time operation practices that kill hundreds of passengers per year. The National Intercity Bus Standard is the governance instrument that changes this.

Standard Element	Requirement
Vehicle standard	All intercity buses (journeys above 100km) must meet: minimum Euro 4 emissions; forward collision warning system; speed limiter (maximum 100km/h on Class A roads, 80km/h on Class B); seatbelts on all seats; fire suppression system; emergency exit lighting; accessible toilet for journeys above 4 hours; passenger manifest linked to KILP.
Night operations ban	No intercity bus may depart between 10pm and 5am. Night operations are the primary cause of long-distance road fatalities — driver fatigue, reduced visibility, wildlife on roads. The ban is enforced through the GVOL condition: a carrier that operates night services has its licence suspended immediately. The ban is phased in over 18 months to allow operators to adjust schedules.
Intercity Bus Terminal Network	The National Intercity Bus Terminal Programme: KSBC designs and delivers a standard intercity bus terminal at every county headquarters (47 terminals). Each terminal: covered waiting area (minimum 500 passengers), dedicated arrival and departure bays, passenger manifest system connected to KILP, ticketing integration, police station within the terminal compound (not adjacent — within the compound). County government operates. KRTA regulates. KILP tracks every departure and arrival.
Driver welfare standard	Every intercity bus driver: maximum 8 hours continuous driving (automatic logbook in KILP), minimum 8 hours rest between shifts, annual medical examination, regular drug testing (random, unannounced, at KRTA inspection stations), and access to KNAC emergency health services on the same terms as KNAC personnel. The driver welfare standard is not charity. A rested, medically fit driver does not kill passengers.

SECTION FIVE

Maritime — Mombasa Port, Lamu Port, and Lake Victoria

5.1 Mombasa Port Reform

Mombasa Port is East Africa's primary maritime gateway and one of Africa's five busiest ports — processing approximately 35 million tonnes per year through 25 berths. It is also chronically underperforming: vessel turnaround time of 4–7 days against the global best-practice benchmark of 24–36 hours; container dwell time of 10–15 days against the global benchmark of 3–5 days; and a governance record that includes multiple corruption convictions and persistent reports of systematic cargo examination fraud. The port's inefficiency costs Kenya's economy approximately Ksh 200 billion per year in avoidable costs — the equivalent of 1.5% of GDP transferred from productive economic activity to waste and corruption every year.

The Reform Doctrine — Substrate Not Renovation

The Energy Sector Sovereign Protection Act's doctrine — 'we do not renegotiate, we change the ground the contracts land on' — applies to Mombasa Port. Corruption at the port does not survive transparency. Inefficiency does not survive competition. The reform changes the ground on which port operations occur — not by replacing every individual but by making the systems within which they operate transparent, competitive, and accountable.

Reform Element	Design
Kenya Ports Authority reform — governance	The KPA Board is reconstituted: majority commercial logistics expertise (shipping, freight forwarding, industrial manufacturing), with the KPA CEO appointed on the KNAC model (Presidential appointment, Parliamentary confirmation, fixed non-renewable term, independent of ministerial operational direction). The KPA CEO publishes every contract above Ksh 100M within 48 hours of execution. The KPA Annual Report includes vessel turnaround time, container dwell time, cargo examination processing time, and revenue per tonne — all benchmarked against Rotterdam, Singapore, and Durban.
Terminal operating companies — competitive concession	The Mombasa Container Terminal (currently 100% operated by Kenya Ports Authority) is restructured as a competitive concession: the KPA retains ownership of the physical infrastructure; terminal operations are concessionned to 2–3 competing terminal operators (international logistics companies, Kenyan-majority joint ventures eligible). Each operator manages a defined terminal section. Their operational performance — vessel turnaround time, container throughput per crane, dwell time — is published monthly. The operator with the lowest performance loses the concession at the 10-year review. Competition within the port creates the efficiency pressure that monopoly management never will.

Reform Element	Design
	Concession terms: Kenyan governing law, Kenya Commercial Court jurisdiction, no foreign arbitration. KECA-equivalent port concession protection terms.
Single Window cargo clearance — KenTrade strengthened	The Kenya Trade Network Agency (KenTrade) single window system — where all import/export documentation is submitted once, cleared by all agencies (Kenya Revenue Authority, Kenya Bureau of Standards, Kenya Plant Health Inspectorate, Kenya Bureau of Standards) through one digital interface — is made mandatory for all commercial cargo from Year 1. No paper documents accepted at the port for any commercial shipment. The single window target processing time: 4 hours for standard cargo, 24 hours for cargo flagged for physical examination. Every clearance time is published on KILP. The 10-day dwell time ends when clearance is measured and published.
KILP port integration	Mombasa Port is connected to KILP from Day 1 of the programme. Every vessel arrival, every container discharge, every customs examination, and every container exit from the port gate is recorded in KILP in real time. The data is available to the shipper, the consignee, the freight forwarder, and the regulator simultaneously. Port dwell time becomes a visible metric that every stakeholder can act on. The KRC freight consist that meets the ship (see Section 3.3) is scheduled through KILP's multimodal timetable module.
KRC-Port integration — mandatory transhipment	The KRC Phase 1 Southern Spine connects directly to the Mombasa Port terminal. The port-KRC connection is designed as a loop: containers discharged from a ship are scanned, cleared through the single window (or placed in a bonded area for later clearance), loaded onto a KRC consist, and departed from the port within 6 hours of discharge. This 6-hour port-to-rail target is the single metric that transforms Mombasa from East Africa's most congested port to its most efficient. It requires: KRC loading gantries at the port terminal; a KRC marshalling yard within the port compound; and a port-KRC interface schedule published on KILP 48 hours in advance.
Training — Kenyan port operators	The Kenya Maritime Authority (KMA) establishes a Kenya Maritime Academy (KenMarAcad) under KSBC facilities at Mombasa, training: ship pilots, port crane operators, marine engineers, maritime logistics managers, customs port officers, and harbour masters. The training doctrine is identical to the KRC's: the first terminal concession brings international expertise that trains Kenyan port operators. By Year 8 — the Rail Autonomy Threshold equivalent for the port — all operational roles are held by Kenyans. By Year 15, KenMarAcad graduates are operating African ports from Mombasa to Dar es Salaam.
Port expansion — Berth development programme	The current 25 berths are to be expanded to 35 by Year 10 (10 new berths, KRCC civil works for quay walls and dredging, KSBC for terminal buildings and warehousing). Priority: 2 new

Reform Element	Design
	container berths (current container terminal is the binding bottleneck), 2 new bulk cargo berths (for KISC steel imports and fertiliser imports prior to domestic production scaling), 1 dedicated roll-on/roll-off berth (for EAC automotive and machinery trade). Each new berth is tendered as a build-operate-transfer concession under the port protection terms framework.

5.2 Lamu Port — LAPSSET Gateway

Lamu Port's first three berths became operational in 2021. The port's strategic design is to become East Africa's second major port — receiving cargo from the Indian Ocean and distributing it via the LAPSSET corridor to Ethiopia, South Sudan, and northern Kenya, while Mombasa continues to serve Uganda, Rwanda, Burundi, DRC, and Tanzania via the Northern Corridor. The two ports are not competitors — they serve different hinterlands through different corridors. The Mombasa-Lamu complementarity is a feature of the transport architecture, not a problem to manage.

Development Element	Design and Timeline
Port expansion — 22 berths by Year 15	Lamu Port Master Plan: 22 berths at full development. Current 3 berths handle general cargo and some containers. Phase 2 (Years 3–8): 6 additional berths including 3 container berths, 2 oil berths (Lokichar–Lamu oil pipeline terminus — the LAPSSET oil pipeline), 1 LNG berth for future East African gas exports. Phase 3 (Years 8–15): 13 remaining berths as the corridor generates traffic volumes that justify the infrastructure. Gulf SWF logistics equity investment (per Diplomasia ya Taifa financing architecture) is the primary non-state financing instrument — the Gulf SWFs' interest in Lamu is the Indian Ocean–East Africa logistics corridor that competes with their own port investments.
LAPSSET Road-Rail integration	The Isiolo–Lamu road (A8, 360km) and the KRC LAPSSET Northern Spine connect Lamu to the inland network. The Lamu Port–Isiolo Inland Depot journey: container discharged at Lamu, KRC freight consist to Isiolo in 14 hours, connected to the inland container depot network. For Ethiopian cargo: Lamu→Isiolo→Moyale border (366km by KRC and road), then Ethiopian rail to Addis Ababa. Journey time Lamu to Addis: 36–48 hours (vs current 7–10 days by sea to Djibouti + Ethiopian rail).
Lamu Special Economic Zone	The Lamu–Manda Bay area is designated a Special Economic Zone adjacent to the port — manufacturing facilities that use the port's import-export connectivity, petrochemical processing for the LAPSSET oil pipeline, and cold storage for agricultural exports from LAPSSET corridor counties. KSBC delivers the SEZ infrastructure. KRCC delivers the internal

Development Element	Design and Timeline
	road network. KLIC delivers the irrigation infrastructure for the Tana Delta agricultural hinterland that the port unlocks.
Community benefit compact — Lamu	The Lamu fishing and heritage community has legitimate prior claim to the coastal resources the port will transform. The Lamu Community Benefit Compact: 2% of port revenue to a Lamu County Development Fund (not managed by the county government — managed by a Community Trust with elected trustee representation); employment preference for Lamu County residents at all levels of port employment (not only casual labour); heritage protection for Lamu Old Town (UNESCO World Heritage Site) with a 5km buffer zone prohibiting industrial development; and maritime heritage tourism development (Lamu is East Africa's oldest continuously inhabited city — its Swahili sailing heritage is a tourism asset as valuable as the port).
Training — LAPSSET corridor communities	The LAPSSET corridor crosses Isiolo, Garissa, Tana River, Lamu, and Mandera counties — historically the most economically marginalised counties in Kenya. The LAPSSET Training Compact: 40% of all LAPSSET corridor project employment (construction and operation) is sourced from the five corridor counties. The KRCC Academy deploys a satellite facility at Isiolo specifically for the corridor construction programme. The KRC Training Command's Isiolo facility serves the corridor operations. The corridor that crosses marginalised communities employs them — not as a quota, but as a design requirement.

5.3 Lake Victoria — East Africa's Most Underused Transport Asset

Lake Victoria is 69,000 km² — the world's second largest freshwater lake by area. It is shared by Kenya (6% of shoreline), Uganda (43%), and Tanzania (51%). It connects communities that currently travel 200km by road for a destination that is 20km away by water. The ferry programme is in two tiers: the domestic commuter network designed in the Makazi Mijini document (Kisumu–Homa Bay–Mbita–Kendu Bay), and the international freight and passenger ferry network connecting Kenya, Uganda, and Tanzania.

Programme Element	Design
Kisumu Port upgrade — the regional hub	Kisumu Port is the LAPSSET corridor's western water terminus and the hub for the Lake Victoria ferry network. Current state: one functional berth, limited cargo handling capacity, no passenger terminal. Upgrade programme: 3 berths (1 container, 1 bulk, 1 passenger-ferry), passenger terminal (KSBC design, 1,000 passenger capacity), cold store for Lake Victoria fish exports, KRC freight railhead connection

Programme Element	Design
	(the KRC Lateral Spine reaches Kisumu — the port is the KRC's water interchange). KRCC delivers the port quay walls and access road. KSBC delivers the terminal buildings. Year 3 commissioning target.
Domestic commuter ferry network — Kisumu hub	Kisumu–Homa Bay–Mbita–Kendu Bay–Asembo Bay commuter ferry network — 6 vessels, 2-hourly frequency, integrated ticketing with Kisumu urban matatu network. Service time Kisumu–Homa Bay: 2 hours (vs 3 hours by road). The ferry is the de facto public transport for island communities (Rusinga Island, Mfangano Island) that currently depend on small private boats. KNAC marine units co-located at ferry berths — the ferry network is also the emergency response infrastructure for lake-adjacent communities.
International freight ferry — Kenya–Uganda–Tanzania	Lake Victoria Freight Ferry Network: 4 roll-on/roll-off ferries (2,000 tonne capacity each, 500 passenger capacity each), 3 routes: Kisumu–Port Bell (Uganda), Kisumu–Mwanza (Tanzania), Port Bell–Mwanza (cross-lake). Journey time Kisumu–Port Bell: 12 hours (vs 24+ hours by Northern Corridor road). The ferry network is governed by the EAC Maritime Fisheries and Ferry Protocol (Diplomasia ya Taifa, Section 3.7.13) — the Lake Victoria Joint Authority. Operating company: East African Lake Transport Company (EALTC) — a joint venture between Kenya, Uganda, and Tanzania governments with private equity from the East African ferry investment market.
Vessel construction — Kenyan shipyards	Kisumu has a working boatyard tradition. The Lake Victoria ferry programme is the investment that formalises it: Kenya Shipyards Ltd — a joint venture between KSBC (construction expertise), the Kenya Maritime Authority, and the KRC (steel supply from KISC) — builds the domestic commuter ferry fleet in Kisumu. The first vessel is built with South Korean or German technical assistance (maritime equivalent of the KISC technology transfer model). By the third vessel, Kenyan shipyard workers build without technical assistance. By Year 10, Kenya exports small vessels to the EAC. Training: Kenya Maritime Academy trains Kenyan shipyard workers, mariners, and marine engineers alongside its port operator programme.
Water safety and KNAC marine integration	Every Lake Victoria ferry and scheduled water taxi operates under a KRTA maritime licence with quarterly safety inspection. KNAC marine units (12 nationally, 3 based at Lake Victoria — Kisumu, Homa Bay, Mbita) provide search and rescue and emergency medical response on the lake. A passenger manifest for every vessel departure is submitted to KILP at departure — not retrospectively, not optionally.

SECTION SIX

Aviation — Cargo Export Airports and Civil Aviation Reform

6.1 The Doctrine — Cargo Airports as Agricultural Export Infrastructure

Kenya's aviation policy has treated airports as passenger infrastructure. The result: Eldoret International Airport, Kenya's primary flower and produce export gateway, handles cargo that is worth more per kilogram than most of the cargo passing through Mombasa Port — but has received less than 10% of Mombasa's infrastructure investment. A kilo of fresh-cut flowers from the Rift Valley, arriving at a European supermarket within 48 hours of harvest, is worth Ksh 1,500–2,000/kg. The same kilo of tea exported by sea is worth Ksh 180/kg. The value of air export infrastructure is not in its passenger throughput. It is in the agricultural export premium that it enables. Usafiri wa Taifa treats cargo airports as agricultural infrastructure — funded from agricultural and industrial development budgets, not only from transport budgets.

6.2 The Four Cargo Export Airports

Airport	Strategic Role, Upgrade Programme, and Training Doctrine
Eldoret International Airport — the flower and produce hub	Current state: 3,200m runway (capable of heavy cargo aircraft including B747F), existing cargo terminal at approximately 20% of potential capacity, chronic underinvestment in cold-chain storage and cargo handling equipment. Strategic role: primary export gateway for Rift Valley flowers (Kenya is the world's third largest cut flower exporter), fresh vegetables, and dairy products. Highland tea is exported via Mombasa Port by sea — the perishable premium products go by air through Eldoret. Upgrade programme: new cargo terminal (30,000 tonne/year capacity, KSBC design, cold room integration, multi-airline cargo handling bays); runway extension to 3,600m (enabling all widebody freighters including AN-124); apron expansion (8 additional cargo stands); aviation fuel farm expansion. KRRC delivers the airfield civil works (runway, taxiways, apron). KSBC delivers the terminal buildings. Year 3 commissioning target. Training: Kenya Airports Authority Cargo Operations Training Programme based at Eldoret — training Kenyan cargo handlers, ramp agents, cold-chain logistics managers, and dangerous goods handlers to IATA standard.
Kisumu International Airport — the lake region and Great Lakes hub	Current state: 3,000m runway, small terminal, international capability but minimal utilised. Strategic role: the Great Lakes region cargo hub — serving Western Kenya's tea, fish (Lake Victoria Nile perch processed and exported), fresh produce, and manufactured goods from the Kisumu-Nakuru industrial

Airport	Strategic Role, Upgrade Programme, and Training Doctrine
	corridor. Also: cargo gateway for Rwanda and eastern DRC (closer to Kisumu than Nairobi by air for certain Eastern DRC origins). Upgrade programme: new cargo terminal (15,000 tonne/year capacity); cold store for fish export; dedicated courier freight facility (for e-commerce exports from Western Kenya artisanal and agricultural producers). Training: satellite programme from Eldoret cargo training centre.
Mombasa Moi International Airport — the coastal and northern tourism/cargo hub	Current state: Kenya's second international airport by passenger volume, primarily leisure tourism. Cargo capacity significantly underutilised. Strategic role: coastal agricultural exports (cashew nuts, coconuts, spices from coastal counties and Kwale); seafood exports (lobster, prawns, tuna from the Kenyan Indian Ocean EEZ); and as a secondary cargo hub for northern Kenya LAPSSET corridor exports when Lamu Port cargo needs air connection. Upgrade programme: dedicated cargo terminal separating cargo from passenger operations (currently mixed); cold store for seafood; KBC (Kenya Bureau of Standards) certified export inspection facility within the cargo terminal.
JKIA — Nairobi, the continental hub	Current state: 9+ million passengers, established cargo operations, home of Kenya Airways. Strategic role: East Africa's primary international passenger hub and the continental air cargo redistribution point. JKIA's cargo programme is already the most developed — the upgrade priority is: dedicated e-commerce cargo facility (Alibaba, Amazon, DHL, FedEx East Africa operations); Cargo Village expansion for Kenya's pharmaceutical exports (Year 10 onwards); and East Africa Air Cargo Hub designation — positioning JKIA to compete with Addis Ababa Bole Airport (currently the largest African cargo hub by volume) for the continental air cargo redistribution function. JKIA–Isiolo Inland Depot air-rail integration: JKIA cargo connecting to KRC for inland distribution (air import, KRC onward to EAC hinterland).

6.3 Civil Aviation Governance Reform

Element	Design
Kenya Civil Aviation Authority (KCAA) reform	The KCAA is reformed with a strengthened Director-General on the KNAC governance model. KCAA's primary enforcement mandate: airline safety oversight; air traffic management; aerodrome licensing and standards; and aviation security. A new dedicated function: Cargo Aviation Development Unit — responsible for developing Kenya's cargo airport network, negotiating landing rights for dedicated cargo airlines, and promoting Kenya as East Africa's cargo hub. The KCAA publishes every cargo airline's on-time performance and safety

Element	Design
	audit result on KILP quarterly.
Open Skies for cargo aviation	Kenya adopts an Open Skies policy for dedicated cargo aviation: any airline operating a dedicated freighter (no passenger component) may land at any Kenyan cargo airport without a bilateral air services agreement, subject only to safety certification and KCAA registration. The policy is in parallel with the EAC Open Skies Agreement (Diplomasia, Section 3.7.3). Open Skies for cargo eliminates the landing rights negotiation barrier that currently means Eldoret's cargo terminal processes 30% of its potential volume because too few airlines have landing rights.
Kenya Airways — national carrier development	Kenya Airways' chronic financial difficulties are a governance and strategic failure, not a market failure. Kenya Airways restructuring: national government takes a stable long-term equity position (30–40%); the airline exits non-core routes; focuses on: the Nairobi hub function (connecting East Africa to global networks), East African regional passenger services (Nairobi–Entebbe, Nairobi–Kigali, Nairobi–Dar, Nairobi–Addis — all commercially viable), and dedicated cargo services connecting JKIA and the four cargo airports to European, Gulf, and Chinese cargo hubs. Kenya Airways is not rescued. It is refocused.
Domestic aviation — the feeder network	The domestic aviation market is liberalised: any Kenyan-registered airline may operate any domestic route. Route licensing (KCAA issued, published on KILP) includes: aircraft airworthiness, pilot licensing, and passenger liability insurance. Three domestic routes are designated Public Service Obligation routes — served with government subsidy if no commercial operator enters: Nairobi–Lodwar (Turkana County), Nairobi–Mandera, Nairobi–Garissa. The PSO subsidy is published, tendered competitively, and reviewed annually against the commercial aviation development timeline.

SECTION SEVEN

The Inland Container Depot Network

7.1 The Isiolo Inland Depot — National Pivot

The Isiolo Inland Depot is referenced in 8 programme documents as Kenya's national pivot dry port. It is the convergence point of the KRC Atlas's three primary corridors (Southern Spine, Lateral Spine, LAPSSET Northern Spine), the LAPSSET road programme, the A2 highway (Nairobi–Moyale), the A8 highway (Isiolo–Lamu), and the A1 highway (Isiolo–Lodwar–South Sudan). A container that enters at Mombasa Port, travels by KRC to Isiolo, can exit to: Uganda (via Lateral Spine), Ethiopia (via A2 Moyale road), South Sudan (via A1 Turkana corridor), Lamu (via A8, for re-export or storage), or Nairobi (via Southern Spine return). Isiolo is not a regional depot. It is a continental logistics hub in a location that happens to be in northern Kenya.

Element	Design
Physical layout — KSBC design standard	Total area: 800 hectares (the largest inland container depot in East Africa at full development; Nairobi's Embakasi ICD is 57 hectares). Phase 1 (150 hectares, Year 1–4): KRC marshalling yard (60 tracks), container storage (50,000 TEU capacity), bonded warehouse complex (300,000m² KSBC industrial building standard), customs processing facility (Kenya Revenue Authority one-stop border post model), refrigerated warehouse (for LAPSSET corridor agricultural exports — flowers from the Meru/Isiolo catchment, livestock products from the Isiolo rangeland economy), fuel farm, and truck staging area (2,000 trucks). Phase 2 (300 additional hectares, Years 5–10): manufacturing zone (companies that process imported raw materials before onward distribution), logistics services zone (freight forwarders, shipping agents, customs brokers — their offices at the node, not in Nairobi). Phase 3 (350 remaining hectares, Years 10–20): SEZ designation for the manufacturing zone, attracting export-oriented manufacturers who need multimodal access.
Governance — the national logistics company model	The Isiolo Inland Depot is operated by Kenya National Logistics Corporation (KNLC) — a state-owned enterprise on the KRCC model (Companies Act, National Treasury initial shareholder, commercial mandate, no protected revenues). KNLC sets the depot tariffs (published on KILP), manages the depot infrastructure, and contracts logistics service providers (freight forwarders, transport operators, customs agents) as tenants under KILP-published concession agreements. The KNLC CEO is appointed by the Treasury board — not ministerially. KNLC publishes: monthly container throughput, dwell time per container, and revenue per TEU — the three metrics that determine whether the depot is working.
Community benefit — Isiolo and Samburu	The Isiolo Inland Depot transforms northern Kenya's economic geography. The community benefit compact: 40% of depot

Element	Design
counties	construction employment sourced from Isiolo and Samburu counties (KRCC Academy satellite at Isiolo specifically for this programme); permanent operations employment preference for Isiolo and Samburu residents at all skill levels (not only casual labour); county revenue sharing — 1% of KNLC annual revenue to the Isiolo County Development Fund and 0.5% to Samburu County; and the KNLC community investment programme — training, health, and water infrastructure for communities within 20km of the depot boundary.
KRC integration — the 6-hour target	A vessel berthing at Mombasa Port generates containers that are on a KRC consist within 6 hours of discharge (per Section 5.1 port-KRC integration). The KRC consist departs Mombasa to Isiolo — 520km journey time approximately 12 hours by freight consist. Container arrives at Isiolo Inland Depot approximately 18 hours after ship berthing at Mombasa. This 18-hour Mombasa-to-Isiolo target is the metric that defines whether the multimodal chain works. It requires: port-KRC integration, KRC schedule reliability, and KNLC receiving capacity. All three are designed together — not separately.

7.2 The National ICD Network — Seven Nodes

Node	Function and Development Programme
Isiolo — continental pivot (Phase 1 Year 4, full Year 10)	As described above. 800 hectares. The continental-scale logistics hub.
Nairobi Embakasi — reformed urban ICD	The existing Embakasi ICD is undersized, congested, and within an increasingly residential urban area. Reform: Embakasi is designated an Urban Freight Distribution Centre (not a primary ICD) — it handles last-kilometre distribution for Nairobi city, not long-haul container storage. Primary ICD function migrates to Isiolo over Years 3–8 as the KRC Southern Spine becomes operational. A second Nairobi ICD at Athi River (alongside the Southern Spine KRC freight station) handles the industrial zone and EPZ freight volumes that Nairobi generates.
Mombasa Port ICD — container marshalling	The Mombasa Port terminal's container yard is designated a Port Buffer ICD — containers cleared within 6 hours move to the KRC. Containers awaiting customs clearance are held in the Port Buffer ICD in the bonded zone. Maximum dwell time in Port Buffer: 10 days, after which containers are liable to demurrage charges that fund port operations.
Kisumu — Great Lakes regional ICD	Adjacent to Kisumu Port (upgraded per Section 5.3). Serves: Western Kenya industrial and agricultural freight, Lake Victoria ferry connections, Uganda cross-border trade via the lake, Rwanda and eastern DRC transit cargo. 100-hectare Phase 1 by Year 6.

Node	Function and Development Programme
Eldoret — Rift Valley industrial ICD	Adjacent to Eldoret International Airport cargo terminal. Serves: Rift Valley agricultural exports (flowers, tea, dairy), imports for the Eldoret industrial zone, and as the road-air interchange for the northern highland agricultural production corridor. 80 hectares by Year 7.
Lamu — LAPSSET coastal ICD	Adjacent to Lamu Port (per Section 5.2). Serves: LAPSSET corridor freight (Ethiopia, South Sudan, northern Kenya), coastal agricultural exports, and Indian Ocean re-export traffic. 200 hectares at full development (Years 5–12, phased with port berth development).
Garissa — Northern Frontier distribution hub	The northern frontier economy (Garissa, Mandera, Wajir) currently has no formal logistics infrastructure. Every supply truck to Garissa travels from Nairobi — 380km of varying road quality, no intermediate logistics node. The Garissa ICD: 40 hectares, primarily dry goods warehousing and bulk commodity distribution (sugar, flour, fuel, building materials). Serves as the distribution hub for Garissa, Wajir, and Mandera counties. Development contingent on A8 Isiolo–Garissa–Lamu road (Class A upgrade, Years 3–7).

SECTION EIGHT

Multimodal Integration — One Journey, One Document

8.1 The Integration Standard

A container that arrives at Mombasa Port from Shanghai and is destined for a factory in Kampala, Uganda should complete its entire journey — ship to factory gate — on one bill of lading, tracked in one system, cleared through one customs declaration, and inspected at one point. Today that journey involves at least 6 separate documentation processes, 3 customs declarations, multiple physical inspections, and an average of 35 days. The Kenya Integrated Logistics Platform (KILP) and the EAC Single Customs Territory together reduce this to: 1 bill of lading, 1 customs declaration at the first point of entry, electronic clearance, and an 8-day total journey time. That is not a future aspiration. It is the measurable outcome of the specific investments in this document and the specific governance reforms in Section 3.3 and Section 5.1.

Integration Interface	Design
Port–Rail (Mombasa to KRC)	Container discharged at Mombasa Port berth → automated KILP scan → single window customs assessment initiated → container moves to KRC loading zone → loaded onto consist → consists departs within 6 hours of container discharge. KRC consist has KILP manifest: every container's KILP number, customs status, destination ICD, and connecting transport booking. KRC departs on published schedule regardless of individual container clearance status — containers not cleared in time go to the Port Buffer ICD and catch the next consist.
Rail–ICD (KRC to Isiolo Inland Depot)	KRC consist arrives at Isiolo. KILP auto-receives the manifest. KNLC unloading crews meet the consist. Customs-cleared containers go directly to the outbound truck staging area or the departure rail zone for onward connections. Customs-pending containers go to the bonded warehouse. The KNLC performance metric: every container cleared within 4 hours of consist arrival.
ICD–Road (Isiolo to final delivery)	Truck operators with KILP-registered GVOLs collect from Isiolo Inland Depot. KILP manifest updates: truck plate, driver certificate number, destination, expected delivery time. Delivery confirmation is entered by the recipient on KILP — completing the end-to-end tracking chain. The shipper in Shanghai can track their container from berthing to factory gate on one platform.
Airport–Cargo (Eldoret, Kisumu, Mombasa cargo, JKIA)	Cargo aircraft lands. KILP air waybill auto-received. Cargo handlers (IATA-certified, KILP-registered) unload. KCAA customs examination (for physical inspection): 4-hour target. Air waybill cleared: cargo released to road transport (KILP-registered GVOL truck) for local delivery or onward KRC connection (JKIA–Isiolo by KRC for inland distribution).

Integration Interface	Design
Lake–Road–Rail (Kisumu ferry to inland)	Ferry arrives Kisumu. KILP manifest received. Cargo unloaded to Kisumu ICD. KRC freight connection to Nairobi or Isiolo. Road transport to final destination. The Lake Victoria ferry is seamlessly integrated with the KRC timetable — KRC freight consists from Kisumu depart 4 hours after scheduled ferry arrival.
EAC Single Customs Territory integration	The EAC Single Customs Territory (SCT) means that cargo declared at Mombasa is not re-declared at the Malaba (Kenya–Uganda) border. The KILP customs module is fully integrated with the EAC SCT platform — Kenya's KILP customs declaration is accepted by Uganda's ASYCUDA system automatically. The physical border inspection at Malaba is replaced by a risk-based electronic selection (approximately 5% of consignments) and an EAC-standard document check (approximately 15%). 80% of consignments pass without physical examination.

SECTION NINE

Private Sector Development and Anti-Corruption Framework

9.1 The Principle — Private Contractors as National Assets

The KRCC, KMCC, and KNLC are the anchor institutions. But the infrastructure investment in this programme — roads, ports, airports, ICDs, BRT corridors — is too large for any single institution to deliver. Private construction and transport companies are not competitors to the state institutions. They are the multiplier. A private road contractor that builds to the KRCC standard, is audited by the National Construction Authority, and publishes its contract on KILP is a national asset — a company that has been trained to standard, verified to standard, and whose reputation is worth protecting commercially. That company wins future contracts because of its performance record. The framework in this section makes that commercially superior to the alternative.

The Anti-Corruption Architecture — Three Instruments

TRANSPARENCY IS THE FIRST INSTRUMENT. Every contract on KILP within 48 hours of execution. Every payment above Ksh 10M within 48 hours of transfer. Every inspection report within 48 hours of completion. Every variation order within 48 hours of approval. The corrupt transaction requires secrecy. Secrecy is the resource this framework removes.

THE PERFORMANCE RECORD IS THE SECOND INSTRUMENT. Contracts are awarded on a weighted formula: 40% price, 60% performance record (past delivery on time, on budget, to specified standard, as verified by NCA). A company with a strong performance record wins contracts at reasonable prices. A company that buys contracts through bribery delivers poorly (because it won at unreasonable prices), gets a poor performance score, and cannot win future contracts without further bribery. The performance record makes honest competition commercially superior to corrupt competition over any 5-year horizon.

THE DEBARMENT REGISTER IS THE THIRD INSTRUMENT. A company convicted of procurement fraud, bribery, or wilful defective delivery is entered on the KILP debarment register. Debarment is: ineligible for any public contract in Kenya for 10 years; ineligible for any EAC member state public contract (KILP debarment shared with EAC procurement platforms); and reported to international development partners (World Bank, AfDB, EIB) who maintain their own debarment lists and will exclude debarred companies from their financed projects. Debarment is not a fine. It is commercial death. A company that bribes its way into one contract loses the future it was trying to protect.

9.2 The Private Contractor Development Programme

Element	Design
National Construction Authority (NCA) —	The NCA is the primary regulator of Kenya's construction industry. Its mandate is enhanced: (1) mandatory registration

Element	Design
enhanced mandate	for all contractors above Ksh 5M contract value; (2) performance certification for contractors working on public transport infrastructure (a separate, higher-tier certification than general NCA registration); (3) an NCA Training Institute co-located with the KRCC Academy, offering business management, contract management, and technical management courses for private contractors — because small Kenyan contractors fail not only due to corruption but due to management capacity gaps; (4) NCA publishes a Contractor Performance League — every registered contractor's completed public contracts, final account versus original contract sum, delivery time versus programmed time, and technical quality score. The League is public. A contractor at the top of the League commands premium pricing. A contractor at the bottom cannot get bonded.
Capacity-building for small Kenyan contractors	The programme explicitly builds the private construction industry that supplements the KRCC and KMCC. Three mechanisms: (1) Mandatory subcontracting: any KRCC or KMCC contract above Ksh 500M must subcontract a minimum 30% of the contract value to NCA-registered Kenyan private firms. The 30% is not a charity set-aside — it is a training exercise. The private subcontractor works alongside KRCC crews, builds to KRCC standards, and earns a performance reference. (2) Equipment access: KRCC's Equipment Hire Subsidiary makes KRCC fleet available to private contractors at published market rates. A small Kenyan contractor that cannot afford a grader can hire one from KRCC. (3) Bonding support: the Kenya Infrastructure Finance Guarantee (managed by ADBK) provides performance bonds to NCA-certified Kenyan contractors for public contracts up to Ksh 100M — eliminating the financing barrier that currently means foreign-owned companies (which can access international bonding facilities) outcompete Kenyan SMEs on public contracts.
Foreign contractor regulation	Foreign construction and logistics companies operating in Kenya: (1) must be incorporated in Kenya (a Kenya-registered company, not a foreign branch); (2) must have a minimum 30% Kenyan equity ownership within 5 years of first operating in Kenya; (3) must employ a minimum 70% Kenyan nationals across all staff levels (not only on-site labour) within 5 years; (4) all technology, design software, and engineering methodologies used on Kenyan public contracts must be documented and transferred to NCA's technical library. Foreign companies bring expertise. They do not export it when they leave.
The learning contract model	Every major transport infrastructure project is structured as a learning contract: the contract brief includes a Training Output Plan alongside the Construction Output Plan. The KRCC Academy or the relevant training institution designs the learning component. The contractor (whether KRCC, KMCC,

Element	Design
	or private) is required to: train a defined number of Kenyans in the relevant skills during the project; certify their competence through NCA on completion; and contribute to the NCA Technical Library with the project's engineering documentation, problem-solving records, and lessons-learned report. The project brief says: we are building a road AND we are building the capability to build the next road without the current level of assistance. Every project makes the next project cheaper and faster.

SECTION TEN

Financing Architecture — Lenient, Sovereign, and Returns-Generating

10.1 The Financing Doctrine

The transport financing architecture is governed by the same doctrine that governs the KRC Atlas financing: debt as infrastructure, infrastructure as revenue. Every transport investment in this programme generates fiscal returns — through user charges, through the port concession revenues, through the KNLC depot tariffs, through the increased tax revenue from economic activity unlocked by better logistics. The financing terms must match the revenue timeline: long-tenor, concessional-rate instruments for infrastructure that takes 5–8 years to generate full revenue. Commercial short-term debt for infrastructure that generates revenue from Year 1.

Investment	Financing Instrument and Rationale
KRCC capitalisation — Ksh 50B Year 1	Treasury equity (one-time). KRCC is self-sustaining from Year 3 through competitive contract revenues. The Ksh 50B is a one-time investment that purchases Kenya's permanent road construction capacity.
KMCC establishment — Ksh 15B Year 1	Treasury equity (one-time) for fleet and establishment. KMCC is funded through the road maintenance levy (fuel levy ring-fence: Ksh 5/litre of fuel sold nationally, dedicated to KMCC operations — approximately Ksh 35B/year at current consumption). The fuel levy is the maintenance financing instrument that makes road maintenance financially independent of annual budget cycles.
LAPSSET Corridor Roads — A2 + A8 + A1 (Ksh 400–550B total)	Blended financing: AfDB East Africa Regional Integration DPF (40%, approximately Ksh 160–220B, 30-year, 0.75% — LAPSSET has explicit AfDB regional integration mandate); IsDB (Islamic Development Bank) infrastructure window (20%, Ksh 80–110B, 25-year, 1.2% — IsDB has strong engagement in northern Kenya and LAPSSET corridor countries); Gulf bilateral (20%, Ksh 80–110B, 25-year concessional — the LAPSSET corridor serves Gulf connectivity interests); Kenya domestic Infrastructure Bond via NSE (20%, Ksh 80–110B, 15-year, 8.5%). Training doctrine: each LAPSSET road section includes a dedicated training budget (Ksh 50M per 100km) as a KRCC Academy satellite programme, not an add-on.
Mombasa Port upgrade — 10 new berths (Ksh 120–180B)	Port concession revenues finance berth development: each new berth is a 25-year BOT concession (build-operate-transfer) under the port protection terms framework. The concessionaire builds and operates the berth; concession revenues flow to KPA during the operating period; berth and all equipment reverts to KPA at zero cost at end of concession. AfDB private sector window and IFC provide 60% of concession financing at market rates (because the concession

Investment	Financing Instrument and Rationale
	generates commercial revenue). Kenya contributes 40% equity through KPA. No Treasury general budget required for port berth development after the initial concession framework is established.
Lamu Port expansion (Ksh 200–300B over 15 years)	Gulf SWF co-investment (40%) — strategic logistics interest in the Indian Ocean–East Africa corridor; IsDB (20%); AfDB (20%); KPA equity from operating revenues (20%). The Gulf SWF investment is the financing that makes Lamu's expansion commercially credible — a Gulf SWF that has invested in Lamu Port has a strategic interest in the LAPSSET corridor's commercial success.
Lake Victoria ferry programme (Ksh 30–50B)	EAC joint financing: Kenya, Uganda, Tanzania each contribute 30% of the East African Lake Transport Company (EALTC) equity. AfDB Lake Victoria Basin Regional Integration Fund (10%): a specific AfDB facility for cross-border lake infrastructure. EALTC bond (30%): a Lake Victoria development bond listed on NSE, open to institutional investors across all three riparian states.
Cargo airport upgrades — Eldoret, Kisumu, Mombasa cargo (Ksh 45–70B total)	National budget (60%): airports are primarily agricultural export infrastructure — they are funded from the Agriculture and Industry programme budgets, not only from transport. Private aviation development fund (20%): a dedicated fund capitalised by a 0.5% levy on all international cargo throughput at Kenyan airports, ring-fenced for cargo airport infrastructure. IFC aviation facility (20%): commercial aviation infrastructure finance at market rates, because cargo airports generate commercial revenue from Year 1 of operation.
Inland Container Depot Network — 7 nodes (Ksh 80–120B total, Isiolo primary)	KNLC equity from Treasury (Ksh 20B initial). Private logistics company co-investment in individual ICD facilities (warehouse operators, freight forwarders, logistics service providers pay for their facilities within the ICD — they own the building, KNLC owns the land and infrastructure). World Bank Private Sector Logistics DPF (Ksh 30–40B): a specific World Bank facility for trade logistics infrastructure in landlocked country corridors. ICD Bond (Ksh 30–40B): listed on NSE, returns backed by KNLC depot tariff revenues.

SECTION ELEVEN

The Twenty-Year Trajectory

11.1 Phase by Phase

Phase	Transport Milestones
Year 1 — Foundations	KRTA established (NTSA reformed). KILP core platform built and launched — KRC freight module, port module, licence registry. KRCC and KMCC operational. Matatu Cyclic Route Model: pilot in Nairobi (Thika Road corridor) and Mombasa (Likoni corridor). Night bus ban enacted — 18-month phased implementation begins. NCA contractor performance certification programme launched. LAPSSET road financing negotiations (A2 Isiolo–Moyale and A8 Isiolo–Lamu) initiated. Mombasa Port single window (KenTrade) mandatory from Year 1. Isiolo Inland Depot: site acquisition and Phase 1 design by KSBC commenced. Lake Victoria: Kisumu Port design commenced.
Year 2	KILP live across all modes — KRC freight tracking, port manifest, cargo airport waybills, ICD manifest. Axle load reform: all weighbridges connected to KILP, cash transactions at weighbridges eliminated. Thika Road BRT Corridor: construction begins. LAPSSET road financing agreements signed. Kisumu Port Phase 1 construction begins. Mombasa Port: first new container berth construction begins. Eldoret cargo terminal upgrade: construction begins. Night bus ban fully enforced. Matatu cyclic routes: operational in Nairobi (Thika Road corridor), Mombasa (Likoni), Kisumu (lakefront).
Year 3	KRC Southern Spine Phase 1 operational (Mombasa–Nairobi–Kisumu–Isibania) — mandatory freight transhipment policy activates for this corridor. Freight modal shift: 30% of Northern Corridor container freight moves by KRC. Isiolo Inland Depot Phase 1 commissioned. Kisumu Port commissioned — Lake Victoria domestic commuter ferries operational. Thika Road BRT operational. Mombasa Port: first new berths operational. KILP integration: end-to-end container tracking Mombasa–Isiolo–Kampala live.
Year 5	All 47 county headquarters linked by Class A roads to national network. LAPSSET A2 (Isiolo–Moyale) complete. A8 (Isiolo–Lamu) complete. Lamu Port Phase 2 berths commissioned. Isiolo Inland Depot Phase 2 (manufacturing and logistics services zone). Eldoret and Kisumu cargo airports upgraded and operational at full capacity. JKIA cargo village expansion commissioned. KRC freight: 50% of Northern Corridor container freight using rail. Matatu cyclic routes: operational in all 47 county headquarters towns. Night bus ban: compliance above 90%.
Year 8	KRC Lateral Spine (Malaba–Eldoret–Isiolo) operational — the Great Lakes and Western Kenya corridor. Kisumu ICD fully operational. Lake Victoria international freight ferry network operational (Kenya–Uganda–Tanzania). LAPSSET A1 (Isiolo–

Phase	Transport Milestones
	Lodwar–Nadapal) complete — South Sudan connection. Mombasa Port: turnaround time below 48 hours (from current 4–7 days). Isiolo ICD: 18-hour Mombasa-to-Isiolo transit target consistently achieved. Garissa ICD operational. KRC freight: 60% of EAC Northern Corridor container freight. KILP debarment register: first debarments published — the private sector takes corruption risk seriously.
Year 10	KRC Atlas Phase 2 complete — LAPSSET Spine operational. All 7 ICDs operational. Full multimodal integration: 1 bill of lading Mombasa to Kampala, 8-day journey. Mombasa Port: turnaround time 24 hours — competitive with global benchmarks. KMCC: all Class A roads at good standard nationally. Transport costs on Northern Corridor: below 15% of cargo value (from current 30–45%). Kenya Logistics Performance Index: top 20 globally (from current 61st). Air cargo: Kenya is East Africa's primary cargo hub — Eldoret the flower export leader, JKIA the continental redistribution hub.
Year 20	Kenya operates East Africa's most efficient transport system. The KRC at 4,572km carries 70% of East Africa's overland container freight. Mombasa and Lamu handle 60 million tonnes combined annually. Isiolo is East Africa's largest inland logistics hub — the equivalent of Chicago O'Hare for ground freight. The private construction and transport industry: 500 NCA-certified Kenyan construction companies, none of which need foreign partnership to win a contract they are qualified to deliver. The learning contracts have done what they were designed to do. Kenya builds transport infrastructure and trains Africa to build it.

11.2 The Governance Indicators

Indicator	Baseline (2026)	Year 10 Target	Year 20 Target
Northern Corridor freight transport cost (% of cargo value)	30–45%	15%	8%
Mombasa Port vessel turnaround time (days)	4–7 days	1 day	18 hours
Container dwell time at Mombasa Port (days)	10–15 days	4 days	2 days
KRC freight modal share (% of Northern Corridor containers)	~5% (current SGR)	60%	75%
Kenya Logistics Performance Index (global ranking)	61st	Top 30	Top 20
Eldoret cargo airport throughput (tonnes/year)	~50,000	200,000	500,000

Indicator	Baseline (2026)	Year 10 Target	Year 20 Target
Road fatalities (per 100,000 population per year)	~33	18	8
Class A roads at good standard (% of national network)	~45%	80%	98%
Matatu cyclic route compliance (% of routes operating to schedule)	~10%	65%	90%
Public transport modal share in Nairobi (% of commuter trips)	~65%	75%	85%
Isiolo Inland Depot throughput (TEU/year)	0	500,000	2,000,000
NCA-certified Kenyan construction companies (number)	~85 (major class)	250	500

The Closing Doctrine

The road that KRCC builds and KMCC maintains connects the school that KSBC built, the water point that KWCMC built, the health centre that is the KNAC's anchor, and the cooperative facility where KAERS trains the extension officer. One road. Five programme institutions. The settlement grows around the junction. That is the doctrine.

The matatu that formalises and the BRT that runs beside it moves the city worker, the market trader, and the schoolchild. The KRC freight consist that meets the ship at Mombasa transforms a corridor into a logistics network. The cargo aircraft from Eldoret delivers Kenyan flowers to a Dutch supermarket within 36 hours of cutting.

Transport is not a sector. It is the connective tissue of everything else. A health system without ambulances and roads does not reach patients. An industrial programme without freight infrastructure cannot export. An agricultural programme without cold chain and cargo airports cannot capture value.

Usafiri Bora. Uchumi Imara. Kenya Inasonga.

USAFIRI WA TAIFA — Kenya National Transport Vision. *Kenya National Development Programme. Integrates with: KRC Atlas, KRCC Act, Makazi ya Taifa, Makazi Mijini, Ujenzi na Miundombinu, Diplomasia ya Taifa.*